

28 January 1964

MEMORANDUM FOR: Deputy Director/Intelligence  
Deputy Director/Science & Technology

SUBJECT : Collection Guidance Staff (CGS)

25X1 1. On Saturday, 25 January, together with Messrs. John Clarke  
and [REDACTED], I reviewed in considerable detail the organization and  
activities of the Collection Guidance Staff. Present in addition to Messrs.  
25X1 J. J. Hitchcock, [REDACTED] of CGS were Messrs.  
Paul Borel and [REDACTED] of the office of the DD/I.

2. While my views are still in a preliminary stage as to the  
ultimate size and operations of the Collection Guidance Staff, there are  
certain views that I believe should be made known at this time for the  
planning purposes of both the DD/I and the DD/S&T.

a. I believe that the objective of the CGS to establish  
at the level of the Deputy Director an organization to meld both U. S.  
operations and U. S. intelligence information is sound and provides the  
Agency with an operation center which it has needed but not previously  
possessed.

b. Having accepted the above premise, I also believe  
that CGS should be the parent organization for personnel located in  
NMCC or at the State Operations Center.

c. In order to be effective, it is absolutely essential that  
CGS have the closest relationship with the Agency Watch Office in OCI,  
the Cable Secretariat, the Message Center, the DD/P Intelligence Watch  
Officer and all duty officer and alert mechanisms in the other direction.  
Inasmuch as CGS is still in its formative stage any conclusions as to how  
it should be organizationally located or merged with the other components  
listed above would be premature.

d. I have given careful consideration to suggestions that  
if CGS were to be more than an internal DD/I unit, it should be withdrawn  
from the DD/I area and located under the Director's office. I have

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rejected these suggestions; first, because it broadens the span of command of the Director's office into an area that does not require such attention, and, secondly, there is no reason why the DD/I cannot perform the essential services of common concern for the other Directorates while maintaining the essential security and compartmentation required.

3. In the field of requirements it is my view that the Collection Guidance Staff should be the basic staff for the levying of requirements on collectors for the substantive intelligence units of the Agency. In this connection they should act for DD/S&T as well as DD/I. To accomplish this in an effective and creditable manner, I request that the addressees establish a working group to prepare the necessary implementing procedures for submission to this office by 1 March.

(signed) Lyman B. Kirkpatrick

Lyman B. Kirkpatrick  
Executive Director

LBK:drm

Distribution:

Original and 1 - DD/S&T

1 - DD/I

(1) - ER

1 - ExDir

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NOTE:

These are merely "first stages" of mission and functions of CGS. The finalized version appears in Mr. Kirkpatrick's memo of 21 April 1964, Annex I.

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**Mission and Functions  
of the  
Collection Guidance Staff**

**Mission**

The Collection Guidance Staff will be the central registry of all requirements for the collection of intelligence information (as distinct from tasking or programming) and will assist analysts as requested in preparing and levying requirements on collection media, and collectors in clarifying requirements from analysts. In carrying out this mission the Collection Guidance Staff will not interfere with direct analyst-collector contacts on technical matters.

**Functions**

1. CGS will maintain the central registry of all requirements including those served on Agency collection offices. It will also serve as a repository for other tasking requests for program requirements placed by Agency components on collectors which might affect current collection priorities.
2. CGS will be responsible for processing Agency requirements (as distinct from tasking or programming) on other agencies and departments collection media. It will review all such requirements to insure that undesirable duplication does not exist, and where such duplication is found, will take appropriate steps to unify the particular requirement.
3. As requested CGS will provide staff support to analytical elements on requirement matters.
4. CGS will provide Agency representation at NMCC and State Operations Center, and will insure coordination in this context with DD/P and other Agency components.
5. CGS will maintain an operations center to support the DCI with salient intelligence on situations of concern to the Agency and related U. S. military operational deployment plans and intentions.

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Functions.

①. CGS will be responsible for processing Agency requirements (as distinct from tasking or programming) ~~on non-CIA~~ collection media. It will review all such requirements to insure that undesirable duplication does not exist, and where such duplication is found, will take appropriate steps to unify the particular requirement.

②. <sup>CGS</sup> It will maintain the central registry of all requirements. It will also serve as a repository for other tasking requests for program requirements placed by Agency components on collectors which might affect current collection priorities.

③. As requested <sup>CGS</sup> it will provide staff support to analytical elements on requirement matters.

④. It will provide Agency representation at NMCC and State Operations Center, and will insure coordination in this context with DD/P and other Agency components.

⑤. It will maintain an operations center to support the DCI with salient intelligence on situations of concern to the Agency and related ~~non-CIA~~ U. S. <sup>MILITARY</sup> operational deployment plans and intentions.

+ INCLUDING THOSE SERVED ON AGENCY COLLECTION  
OFFICES. ~~Internal Agency matters will be handled directly~~  
~~between the staff with respect to CGS which may~~  
~~have~~  
\* ON OTHER AGENCIES & DEPARTMENTS.

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FUNCTIONAL STATEMENT  
of the  
DDI COLLECTION GUIDANCE STAFF

Mission

The Collection Guidance Staff will provide substantive guidance to all-source collection in support of the evaluation of information, research, and the production of intelligence relating to the national security. In carrying out this mission the CGS will not interfere with direct analyst-collector contacts on technical matters but will assist analysts by performing the following functions.

Functions

1. Identifying and describing needs for all missing information causing deficiencies in the production of finished intelligence, particularly that important to the Agency's mission of national intelligence research and production.

2. Providing unified Agency guidance to collectors for the acquisition of information to meet the Agency's substantive information requirements, giving consideration to:

a. demonstrated capabilities or potentials of collectors;

b. relative priorities of requirements in accordance with national objectives and related Agency substantive intelligence programs;

c. eliminating undesirable duplication in requirements as well as avoiding competitive bidding by Agency production elements for collection resources.

3. Maintaining a current review of progress in collection actions to meet substantive information needs and for guiding and supporting those actions in order to ensure that they are responsive.

4. Providing staff support to analytical elements in formulating substantive assessments of information in terms of value, applicability to substantive intelligence needs and effectiveness of the collection systems in meeting Agency information requirements.

5. Providing a central point in the Agency for the recording and retrieval of substantive information requirements and related guidance media, and also serving as a repository for other tasking requests or program requirements placed by Agency components on collectors which might affect current collection priorities.

6. Providing staff support in the development and coordination of Agency positions on non-estimative matters before USIB, providing Agency representation on the SIGINT Committee, COMOR and CCPC, and representing Agency substantive production elements on IPC and other committees as appropriate.

7. Maintaining an Operations Center to support the DCI and other senior Agency officials with salient intelligence on

situations of concern to the Agency and related U.S. operational capabilities deployments, plans and intentions; and, providing Agency representation at NMCC and State Operations Center and insuring coordination of their functions with DD/P and other Agency components.



CGS Functions, in collaboration with analysts:

1. Identifying ~~off~~ gaps.
2. Facilitating central contact between Agency  
and collectors.
3. Monitoring collection progress against requirements.
4. Evaluating collector response.
5. Recording levies made upon and responses from  
collectors.
6. USIB support.
7. Ops Center